SECTION H

SPECIAL TASK ORDER REQUIREMENTS

H.900 PROJECT CONTROL SYSTEMS AND REPORTING REQUIREMENTS

In accordance with H.20 of the Basic IDIQ contract, the following project control systems and reporting requirements apply to this task order:

H.900.1 Project Control System

(a) The Contractor shall propose a project structure that achieves completion of the work in a safe and cost effective manner and within the identified funding restrictions. The Contractor shall establish, maintain and use a project control system that accurately reflects the project status relative to cost and schedule performance, and tracks progress against the approved baseline. The Contractor shall specifically track the costs associated with each project (OU1 and PRS 441) to ensure that the costs are being tracked and accounted for in accordance with the funding restrictions. Due to the lilmited funding and the funding restrictions on the use of the funds for OU1, an accurate and real time tracking of costs is required and necessary. **Failure to do so may result in the costs being determined unallowable.** This system shall be fully integrated with the financial accounting systems to ensure consistent reporting of costs and will be reviewed during the baseline review. The Contractor shall maintain a project control system in accordance with the following requirements:

(1) DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets, October 13, 2000;

(2) DOE Manual 413.3-1-1, Project Management for the Acquisition of Capital Assets, March 28, 2003.

(3) Integrated Planning, Accountability, and Budgeting System Information Systems (IPABS-IS) Data Requirements, February 16, 1999, and subsequent updates;

(4) Integrated Planning, Accountability, and Budgeting System (IPABS) Handbook, February 16, 1999, and subsequent updates;

(5) HQ Baseline Change Control Charter, Office of Environmental Management, Rev. 0, June 23, 1999.

(b) The contractor shall provide the DCO with a detailed written description of the proposed project control system for review and approval within 30 days after award of this contract. Cost effective, graded application of controls will be a critical factor in determining acceptability of the proposed system.

(c) The DCOR or designated representatives will conduct a compliance review of the contractor's proposed project control system to determine if the description and procedures meet the intent of this contract clause.

H.900.2 Baseline Development and Cost Collection

(a) The Contractor shall develop and submit a Mound OU-1 baseline consistent with the terms and conditions of this task order and their proposal within 45days after award. The baseline shall be developed in accordance with DOE Order 413.3 and include all of the scope identified in the Statement of Work (SOW) The Work Breakdown Structure (WBS) shall provide the basis for all project control system components, including estimating, scheduling, budgeting, performing, managing, and reporting, as required under this contract. The Contractor shall develop the WBS levels (at minimum Level 4 for submittal to DOE), which will represent the Project Baseline Summary (PBS) level.

(b) Cost estimates shall be integrated with the WBS and use estimating methodologies consistent with DOE Order 413.3. Costs shall be discernable by Budget and Report (B&R) code, direct, indirect and fee. The project control system must maintain capability to provide Total Estimated Cost (TEC), Total Project Cost (TPC), Estimates-to-Complete (ETC), and Estimates-at-Completion (EAC) along with tracking of each of the Cost and Schedule.

(c) Schedules shall be developed that integrate with the WBS. All project work scope shall be included regardless of funding source. Each subproject and the PBS will have an assigned duration that will be based on work scope. Activity logic links shall depict all work scope constraints and decision points and shall be integrated into a total project network schedule. The project schedule shall clearly depict critical path activities and milestones. Activities shall be resource loaded at the lowest practical level of the WBS, but at a maximum at least one level below the PBS to develop time-phased budgets that are integrated with the schedule. Float analysis will be summarized at the PBS and total project levels.

(d) The Government will use earned value to determine the Contractor's performance. The Contractor shall also propose 2 to 3 major milestones within each CLIN task from the Mound OU-1 baseline for approval by the DCO. These milestones shall represent the significant physical accomplishments (eg. 30, 60 and 90 percent complete) and actual accrued performance and cost of the project activities.

Evaluation of these milestones will be considered when determining the approval of the subsequent CLIN work. The DCO will determine the final number of milestones

(e) The contractor shall analyze proposed or directed funding changes for their impact on technical, schedule, and cost elements of the baseline, along with potential impacts to the Cost and Schedule.

(f) Any Contractor requested changes or DOE directed written changes shall be addressed through the established change control process detailed in Section H.900.4. This processes and of itself will not, have the authority to change the Cost and Schedule.

(g) The Contractor shall provide variance analyses for differences between planned and actual performance against the total project baseline and the Cost and Schedule. Performance analysis techniques shall be commercially accepted and documented, and shall utilize earned-value methods and shall be reported to DOE at the sub-project level. Performance metrics (i.e., quantities) will be established for all technical work scope unless otherwise approved by the DCO. For variances greater than $\pm$10%, the analyses shall detail the causes for variance and corrective actions required.

(h) The EAC for the project shall be evaluated monthly, or as needed, to ensure that it is consistent with observed trends in performance, emerging or resolved issues, and changes in the assessment of project risk.

(i) All actual direct costs incurred for resources applied in the performance of work shall be recorded on a timely basis each month. Actual costs incurred must be recorded in the same accounting period that performance is measured and recorded. Any indirect costs shall also be collected and appropriately allocated to the sub-projects.

(j) Costs shall be collected at a charge number level, including the work elements identified in Section C, and be able to be summed through the WBS, PBS and by major Contractor functional organization. Incorrect charges on time cards or other administrative or accounting errors shall be corrected in a timely manner.

H.900.3 Project Reporting

(a) The Contractor shall provide monthly status reports on each project (OU-1 and PRS 441) and PBS total project in a format approved by the DCO. The Contractor shall not change the PBS without the approval from the DCO. At a minimum, the status shall include cost and schedule variance at a level 4 WBS with rollup to the subproject and PBS, the status of major milestones, and critical technical or programmatic issues.

(b) Critical Analysis Report (QCAR). Every two months, the contractor shall prepare and submit a comprehensive report that critically analyzes the overall status of the baseline as well as any key metrics. This report shall include overall narrative summaries, analysis of schedule trends and project float, critical path performance, analysis of critical manpower skills of other resources, budget and funding figures, and project risk updates.

(c) Plans and reports shall be prepared in such a manner as to provide for consistency with the contract SOW, the Baseline, and the approved WBS. The Contractor's reporting system shall be able to provide for the following at the subproject and PBS level:

- Timely incorporation of contractual changes affecting estimated cost and schedule
- Reconciliation of estimated costs for those elements of the WBS with current performance measurement budgets in terms of changes to the authorized work and internal re-planning.
- Changes to records pertaining to work performed that will change previously reported costs for correction of errors and routine accounting adjustments.
- Revisions to the contract estimated costs for DOE-directed changes to the contractual effort

(d) The Contractor shall provide the DCO, or the DCOR, access to any and all information and documents comprising the Contractor's project control and reporting system. Generally, access will not be requested more than one level below the level chosen by the DCO for control and approval authority, except during compliance reviews.

H.900.4 Baseline Change Management

(a) The integrated scope, cost and schedule baseline is the source document for all project control and baseline change management. The processes for managing and administering changes to all elements of the baseline shall be timely, formal, and documented. Baseline changes shall be proposed when:

1. Necessitated by significant project delays, events or other impacts
2. The parties have negotiated an equitable adjustment in accordance with the Section I clause entitled, "Changes-Cost-Reimbursement" or other clauses of this contract.

3. The approval authority for any change to the Task Order Baseline (above that stated in Section B) shall be the DCO. Any negotiated change that would require additional funding (above that stated in Section B) for the Mound OU-1 Project, shall be approved by the Assistant Secretary for Environmental Management.

4. The Contractor will propose the internal change control thresholds for cost and schedule and the approval authority at each level. The Contractor will utilize this process in a timely manner once any modification to the approved baseline has been determined in order to maintain the integrity of information utilized for performance analysis and determination of key decisions.

5. Specific change control time frames for consideration and approval will be established by the DCO. Each change control threshold level shall accommodate emergency changes. Retroactive changes that affect schedule and cost performance data are not allowed except to correct administrative errors. A record of all approved changes, at any level, shall be maintained through the life of the project. Change control records shall maintain a clear distinction between approved changes in funding and baseline changes. Ownership of internal change control dispositioned records and EM Configuration Change Control Board records resides with DOE.

6. Any changes to Task Order Cost, Schedule or Fee shall be executed only through a contract modification by the DCO pursuant to the contract terms and conditions. Approved internal change control modifications to the Performance Measurement Baseline (PMB) may not imply the need for changes to the Task Order Cost, Schedule or Fee.

H.901 TASK ORDER OVERSIGHT

(a) The Contractor shall expect routine surveillance and observation of their work by DOE personnel and shall correct violations of laws, regulations, DOE Orders, Standards or site mandated rules, upon discovery or when brought to its attention by the DCO or the DCOR, within one working day. The Contractor shall correct all other deficiencies within five working days. Suggestions for the improvement of contractually mandated work shall be enacted upon mutual agreement between the Contractor and the DCO or DCOR. The Contractor shall provide logistical support to facilitate conducting oversight activities on an as-needed basis, at the discretion of the DCOR or his assigned representative.

(b)The Contractor shall respond to DOE oversight and to concerns, findings and observations as identified by the DCO or DCOR during the conduct of these oversight activities. The six (6) fundamental areas of oversight that may be conducted during the course of the execution of this task order are as follows:

1. **Project Management Oversight:** Includes daily field inspections and the weekly and monthly assessment of the project status, to determine and validate project performance.

2. **Contract Management Oversight:** Administration and monitoring of the task order will be performed by the Task Manager, DCOR or their designee. All information and documentation relinquished by the Contractor will be retained by the DCOR for the Task Order File.

3. **Financial Management Oversight:** Unique to this Task Order is the fact that this remedial action is the result of Congressional direction (not a CERCLA requirement), the cost of which has been established as not to exceed $30 million dollars. Therefore, weekly discussions will entail a detailed review of the funds that have been expended on the contract as well as the status of obligations to which the Contractor has committed in the execution of the work. This requirement is in addition to the usual monthly funds utilization report as part of the Cost Performance Report.

4. **Daily Oversight:** DOE may utilize Facility Representatives, Project Managers and Subject Matter Experts (SME) in addition to the DCOR, to conduct daily oversight for the duration of this task order. Unique to this task order is the inclusion of the Miamisburg Mound Community Improvement Corporation (MMCIC) and their subcontractor, EHS Technology Group in the preparation and definition of the remedy. EHS has extensive knowledge of the historic characterization of the OU-1 site and therefore DOE intends to use their expertise as SMEs. The purpose of this oversight will be to assess compliance with the terms and conditions of the task order contract. In addition to this oversight, the Contractor shall support:

    - Senior management walk-through of the OU-1 site during periods of critical excavation transition from one waste form to another.
    - Periodic walk-through by the regulators, the Defense Nuclear Facilities Safety Board (DNFSB), DOE Headquarters personnel, members of the (MMCIC) or the City of Miamisburg.
    - Employee concerns elevated to DOE for evaluation.

5. **Assessments:** DOE or other regulatory agencies may conduct assessments of the Contractor's performance. Notice of these performance assessments will be given to the Contractor fourteen (14) calendar days in advance of the assessment.

6. **Self Assessment:** DOE oversight will focus primarily on a safe, accelerated cleanup of the OU-1 site. The Contractor shall respond to DOE oversight and to concerns, findings and observations during the conduct of these oversight activities. The Contractor should conduct self assessments of their performance in critical areas to ensure compliance during external assessments.

H.902 REGULATOR INTERFACE REQUIREMENTS

(a) At the request of the DCO or DCOR, the contractor may be required to assist the Department all of the activities described below. The Contractor will be required, at the request of the DCO or the DCOR, to assist DOE by providing information, documentation, or attending meetings of the Core Team,the OU1 Project Team, and other meetings as identified in the paragraphs below. Contractor activities identified in the SOW are required to be performed in accordance with the requirements and processes identified in this clause (H.902) in addition to any other clauses of this task order and any and all regulatory and statutory requirements.

(b) A Core Team consisting of a representative from DOE, USEPA, and OEPA with decision-making authority is used to integrate remediation activities with applicable regulatory processes and to enhance communication among all parties. The Core Team has the responsibility to reach consensus on whether or not certain areas of concern are protective of human health and the environment and what subsequent action needs to be taken. In order to make these decisions, the Core Team works with and receives input from the OU-1 Project Team. The Project Team is composed of DOE, MMCIC and City of Miamisburg representatives. The involvement of the Project Team is important not only for providing input to the Core Team, but also because the Project Team is responsible for providing direction and oversight for the overall OU-1 remediation project.

(c) The Core Team receives input from stakeholders to ensure that concerns of the local community and future site users are considered during the decision making process. The stakeholders provide comments on key environmental concerns, selecting response actions and ensuring that the overall goal of protecting human health and the environment is achieved as expediently as practicable. The teaming approach and the processes developed to implement Mound's innovative cleanup strategy together comprise Mound 2000. The Contractor shall be required, at the request of the DCO or the DCOR, to assist the DOE and the CORE team members in reviewing and providing information relative to the stakeholder comments.

(d) **CERCLA Process**

Based on Congressional direction for OU-1, it has been determined that a response action will be pursued. The response action process is carried out in seven discrete steps:

Step 1: Evaluate alternatives for addressing the site problem.

The objective of this step is to conduct a focused evaluation based on the problem warranting action for each Potential Release Site (PRS). The focused evaluation identifies a preferred likely response action, identifies which existing uncertainties can be managed, and identifies which uncertainties, if any, require additional information gathering prior to implementing the response action.

Step 2: Present proposed response actions to stakeholders for review.

DOE presents to the stakeholders the proposed response actions developed in Step 1.

Step 3: Issue Action Memorandum.

Following stakeholder input on the proposed action, DOE designates the Action Memorandum as a final document and places it in the Administrative Record.

Step 4: Develop implementation procedures for resolving the site problem.

DOE develops a Work Plan based on the focused evaluation conducted in Step 1. The Work Plan consists of the procedures to implement the response action described in the Action Memorandum, including quality assurance/quality control (QA/QC) procedures, verification procedures, and the schedule for implementation. DOE identifies and approves the health and safety (H&S) requirements to be included in the Work Plan. These documents are provided to the regulators for review, comment and comment resolution.

Step 5: Implementation action to meet identified response objectives.

DOE implements the response action in accordance with the approved Work Plan until the response objectives are reached.

Step 6: Verify that objectives have been met.

Verification that the response objectives have been met is conducted in accordance with an approved Verification Sampling and Analysis Plan (VSAP).

Step 7: Attain agreement that objectives were met

DOE, USEPA, and OEPA reach agreement that the objectives for the PRS were met pending the final residual risk evaluation. Verification and documentation of the completed action is formalized in the On-Scene Coordinator (OSC) report. The Core Team approves the OSC report and it is made available in the public reading room. When the Core Team approves the OSC report, the PRS is designated No Further Action (NFA).

(d) **The PRS 441 response action shall proceed through following 7 steps of the Response Action Process:**

Step 1: Evaluate alternatives for addressing the site problem – PRS Package, CRA /AM

The objective of this step is to conduct a focused evaluation based on the problem warranting action for each PRS. The focused evaluation identifies a preferred likely response action, identifies which existing uncertainties can be managed, and identifies which uncertainties, if any, require additional information gathering prior to implementing the response action. The information generated during this step is summarized in the Action Memorandum/Engineering Evaluation/Cost Analysis, which is then presented to the stakeholders in Step 2. It also provides the technical basis for developing the Work Plan in Step 4. Proceed to Step 2.

Step 2: Present proposed response actions to stakeholders for review - Public Fact sheet

DOE presents to the stakeholders the proposed response actions developed in Step 1. The format for presenting these recommendations will be a Action Memorandum/Engineering Evaluation/Cost Analysis which includes:

- The site conditions and background,
- An endangerment determination,

- The proposed response action,
- The rationale for the proposed response action,
- Alternative Technologies
- Applicable or Relevant and Appropriate Requirements (ARARs),
- Identified uncertainties,
- Response action objectives,
- Proposed schedule, and
- Estimated cost

In short, the Action Memorandum/EE/CA outlines the path forward for taking action. Stakeholders will be asked to comment specifically on the proposed likely response action(s), the schedule, and the response action objectives. Proceed to Step 3.

Step 3: Issue Action Memorandum – CRA/AM

Following stakeholder input on the proposed action, designate the Action Memorandum as a final document and places it in the Administrative Record. Proceed to Step 4.

Step 4: Develop implementation procedures for resolving the site problem – Unique Work Plan

Develop a Work Plan based on the focused evaluation conducted in Step 1. The Work Plan consists of the procedures to implement the response action described in the action memo, including quality assurance / quality control (QA/QC) procedures, verification procedures, and the schedule for implementation. DOE identifies and approves the health and safety (H&S) requirements to be included in the Work Plan. These documents are provided to the regulators for review, comment, and comment resolution.

As the response action is implemented in Step 5, some of the field conditions encountered inevitably require modifications to the original response strategy (e.g., changes in engineering design, H&S requirements, etc.). To the extent possible, these field changes are anticipated and planned for by developing contingency plans. The final Work Plan document presents the rationale and approach for implementing the response action and provides detailed guidance for conducting Step 5. Proceed to Step 5.

Step 5: Implement action to meet identified response objectives – Response Action

Implement the response action in accordance with the approved Work Plan until the response objectives are reached. If necessary, DOE implements contingency plans. Proceed to Step 6.

Step 6: Verify that objectives have been met - Verification Sampling Plan (VSAP)

Verification that the response objectives have been met is conducted in accordance with the approved Verification Sampling and Analysis Plan (VSAP). Proceed to Step 7.

Step 7: Attain agreement that objectives were met – Data Report, On Scene Coordinator Report (OSC Report)

DOE, USEPA, and OEPA reach agreement that the objectives for the PRS were met, pending the final residual risk evaluation (Section 4.7.1). Verification and documentation of the completed action is formalized in the On-Scene Coordinator report. The core team approves the OSC report and it is available in the public reading room. When the core team approves the OSC report, the PRS is designated NFA.

H. 903 GOVERNMENT FURNISHED ITEMS

Government Furnished Services, Information and Property

Government Furnished Services, Information and Property (GFSI&P) (Section J, Attachment E) will be provided to the contractor upon award. Property purchased by the contractor will become Government Furnished Property (GFP) upon acceptance. The contractor shall assume control of and disposition all government property in accordance with the Federal Property Management Regulation 41 CFR 102-036.